

I. Recruiting, Job Counseling and Evaluation

Table 1: Recruiting

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Source																										
Unsolicited applications at company employment office		92		93		84		92		89		80		98		100		85		97		88		98		87
Unsolicited letters or resumes received by mail		60		80		85		57		77		85		76		81		85		84		85		83		85
State employment agencies		86		85		64		86		82		67		83		85		63		88		61		89		57
Private employment agencies		17		59		77		16		57		79		20		34		66		66		73		74		89
Union employment services		10		*		*		11		*		*		—		—		—		*		—		—		—
Community groups ¹		31		33		19		30		29		14		37		44		22		37		24		41		32
Advertising in general newspapers		70		82		87		73		83		90		49		61		80		81		78		93		94
Advertising in trade publications		8		12		50		8		9		52		10		7		56		16		39		20		59
Radio or TV advertising		7		6		8		8		5		6		5		7		7		6		5		11		11
High schools		42		62		18		41		52		12		51		61		20		75		20		85		28
Private vocational or trade schools		56		57		29		55		54		26		56		44		20		59		35		74		39
Colleges		11		26		72		11		20		72		15		29		76		37		72		33		74
Job or career fairs		24		35		40		21		25		37		39		44		59		48		37		46		48
Employee referral																										
With no reward provided		72		73		63		72		77		64		71		73		66		69		62		59		57
With reward provided		9		15		15		10		7		11		5		7		7		25		20		41		33

*Less than one percent

¹Such as churches, social clubs, and self-help groups

Table 2: Recruiting Sources Resulting in the Largest Number of New Employees

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Source	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²
Unsolicited applications at company employment office	1	61	1	52	3	19	1	59	2	39	5	10	1	76	1	76	1	39	1	75	1	36	2	42	3	13
Unsolicited letters or resumes received by mail	5	5	6	8	4	16	5	4	6	9	4	17	3	17	4	15	3	20	6	7	5	17	6	2	5	6
State employment agencies	3	24	5	14	6	4	3	26	5	15	7	4	4	15	5	12	6	5	5	13	7	5	4	6	—	—
Private employment agencies	6	3	3	24	2	34	6	3	3	25	2	37	5	5	6	10	4	10	3	24	2	31	3	30	2	46
Union employment services	8	1	—	—	11	*	7	2	—	—	11	*	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Community groups	10	*	10	*	11	*	10	*	—	—	—	—	6	2	7	2	—	—	—	—	9	*	6	2	—	—
Advertising in general newspapers	2	30	2	43	1	43	2	32	1	47	1	49	3	17	2	24	1	39	2	33	3	27	1	56	1	50
Advertising in trade publications	11	*	10	*	7	2	10	*	10	*	8	3	—	—	—	—	7	2	—	—	8	1	—	—	—	—
Radio or TV advertising	9	*	—	—	—	—	8	1	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
High schools	8	1	7	2	10	*	7	2	7	2	11	*	—	—	7	2	—	—	7	2	9	*	5	4	—	—
Private vocational or trade schools	7	2	8	1	9	*	7	2	8	2	10	*	6	2	—	—	—	—	8	*	9	*	—	—	6	2
Colleges	—	—	9	*	3	19	—	—	9	1	3	19	—	—	—	—	2	32	—	—	4	20	—	—	5	6
Job or career fairs	10	*	9	*	8	2	9	*	11	*	9	1	—	—	—	—	7	2	—	—	9	*	5	4	5	6
Employee referrals	4	22	4	21	5	12	4	22	4	18	6	10	2	24	3	22	5	7	4	22	6	16	3	30	4	7

* Less than one percent

¹Some sources are equal in rank.

²Percent of total respondents mentioning this source

Table 3: Private Employment Agency Fees

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents using private employment agencies	56	17	310	59	405	77	48	16	168	57	232	79	8	20	14	34	27	66	88	66	98	73	40	74	48	89
For respondents using private employment agencies:	56	100	310	100	405	100	48	100	168	100	232	100	8	100	14	100	27	100	88	100	98	100	40	100	48	100
By whom fee is paid:																										
Entirely by employee		26		23		8		19		12		5		**		45		15		37		13		26		4
Entirely by company		67		60		79		73		74		86		**		45		73		37		68		55		77
Shared by employee and company		—		3		*		—		5		*		—		—		—		1		—		—		—
By company, in some instances ¹		7		15		12		8		9		8		—		9		12		24		19		18		19

*Less than one percent

**Insufficient response

¹Depending on circumstances—for example, regional differences, grade level of employee, difficulty in filling jobs or finding skilled recruits

Table 4: Travel Expenses for Preemployment Interview

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Nonexempt		Nonexempt		Nonexempt	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Company payment of travel expenses for out-of-town applicants		8		12		72		8		14		80		10		12		81		10		53		9		65

Table 5: Centralized Employment Screening

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents with centralized screening procedures	222	66	407	78	420	80	194	66	205	70	216	74	28	68	32	78	34	83	122	91	120	90	48	89	50	93
For respondents with such procedures:	222	100	407	100	420	100	194	100	205	100	216	100	28	100	32	100	34	100	122	100	120	100	48	100	50	100
Interviews after central screening conducted by																										
Immediate supervisor		82		82		71		83		85		76		79		75		68		75		61		94		76
Individual department head		23		41		63		23		41		63		21		25		41		44		68		40		64
Personnel department interviewer		8		5		5		8		3		5		11		9		9		6		5		4		4
Other		2		*		5		2		*		6		—		—		—		2		6		—		2

* Less than one percent

Table 6: Final Job Offer

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Person authorized to make final job offer																										
Personnel manager		49		44		41		53		39		35		26		36		41		57		53		42		42
Immediate supervisor		26		25		15		26		28		18		24		26		13		17		9		26		12
Individual department head		17		21		31		13		23		33		42		31		36		18		26		13		29
Personnel manager and immediate supervisor		2		3		2		2		2		3		—		—		—		4		2		2		—
Personnel manager and department head		1		2		3		1		2		2		3		—		3		2		3		4		4
Immediate supervisor and department head		*		2		2		1		2		2		—		3		3		*		—		6		8
Personnel manager, immediate supervisor, and department head		1		1		2		1		1		2		—		—		—		—		*		6		4
Division or plant manager		2		1		2		1		1		2		5		5		5		*		2		—		—
Other		*		*		3		1		*		3		—		—		—		2		5		2		2

*Less than one percent

Table 7: General Reference Checks

Practice	Number of Respondents by Industry and Employee Group																											
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance					
	Nonexempt			Lower level Exempt			Nonexempt			Lower level Exempt			Nonexempt			Lower level Exempt			Nonexempt		Lower level Exempt		Nonexempt		Lower level Exempt			
	Production or Operations	Office and Clerical					Production	Office and Clerical					Operations	Office and Clerical						Office and Clerical					Office and Clerical			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100		
Respondents checking any references	305	91	496	95	501	96	270	92	292	96	286	97	35	85	38	93	39	95	131	98	129	96	45	83	47	87		
For respondents checking any references:	305	100	496	100	501	100	270	100	282	100	286	100	35	100	38	100	39	100	131	100	129	100	45	100	47	100		
Type of reference checked																												
Work references		97		98		97		96		98		96		100		100		97		98		97		100		100		
Education record		29		41		59		25		36		56		63		66		82		42		60		51		60		
Personal references		27		35		40		24		32		38		49		45		49		41		44		27		34		
Medical history		28		19		21		26		20		22		43		37		36		11		11		24		28		
Military service record		11		11		12		8		6		8		34		32		28		11		12		18		19		
Police arrest or conviction record		16		23		24		14		12		13		26		26		23		47		50		20		23		
Credit record		8		22		24		6		6		9		23		24		26		58		58		16		19		

Table 8: Work Reference Checks

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents checking work references	295	88	487	93	484	92	260	88	275	94	274	93	35	85	38	93	38	93	129	96	125	93	45	83	47	87
For respondents checking work references:	295	100	487	100	484	100	260	100	275	100	274	100	35	100	38	100	38	100	129	100	125	100	45	100	47	100
How checking is done																										
in writing by the company		50		54		54		48		45		49		69		61		55		72		70		47		45
Median percent checked in writing		40%		50%		40%		30%		25%		25%		75%		75%		70%		55%		75%		15%		20%
On the phone by the company		80		82		81		82		84		84		66		68		63		84		80		80		79
Median percent checked by phone		75%		80%		80%		75%		80%		90%		50%		50%		80%		75%		80%		60%		70%
By an outside investigative agency		3		8		13		2		4		9		11		11		8		9		14		22		40
Median percent checked by agency		50%		75%		25%		10%		20%		20%		50%		50%		75%		a		a		5%		20%

*Majority reported 100 percent.

Table 9: Retention of Employment Applications

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Length of time application is active ¹																										
Median length of time	6 mos.		6 mos.		8 mos.		6 mos.		12 mos.		6 mos.		6 mos.		6 mos.		6 mos.		6 mos.		6 mos.		12 mos.		12 mos.	
Most frequently cited length of time	12 mos.		12 mos.		12 mos.		12 mos.		12 mos.		12 mos.		12 mos.		12 mos.		12 mos.		12 mos.		12 mos.		12 mos.		12 mos.	
Length of time application is retained, if applicant is not hired ²																										
Median length of time	2 yrs.		2 yrs.		2 yrs.		2 yrs.		2 yrs.		2 yrs.		2 yrs.		2 yrs.		2 yrs.		2 yrs.		2 yrs.		2 yrs.		2 yrs.	
Most frequently cited length of time	1 yr.		1 yr.		1 yr.		1 yr.		1 yr.		1 yr.		1 yr.		1 yr.		1 yr.		1 yr.		1 yr.		2 yrs.		2 yrs.	

¹Reported range is 1 to 36 months during which eligible candidates are considered for openings.

²Reported range is 0 to 10 years with 1 to 3% of respondents reporting retention for an indefinite period.

Table 10: Minimum Hiring Age

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Minimum hiring age (in years)																										
Required by the company																										
Range of required minimum ages	12-25		12-25		12-24		12-25		12-25		12-22		16-18		16-18		16-21		14-18		14-24		14-18		14-21	
Median age	18		18		18		18		18		18		18 ^a		18 ^b		18 ^c		17		18		16		17	
Most frequently cited age	18		18		18		18		18		18		18		18		18		16		18		16		16	
Required by state law																										
Range of required minimum age	12-18		12-18		12-21		12-18		12-18		12-18		16-18		16-18		16-21		14-18		14-18		14-18		14-18	
Median age	18 ^d		16		16		18 ^d		17		18 ^e		18 ^f		16 ^g		17		16		16		16		16	
Most frequently cited age	18		16		16		18		h		18		18		16		16		16		16		16		16	

^a Reported by 74% of respondents.

^b Reported by 61% of respondents.

^c Reported by 70% of respondents.

^d Reported by 58% of respondents.

^e Reported by 54% of respondents.

^f Reported by 55% of respondents.

^g Reported by 52% of respondents.

^h Most frequently cited ages were 18 years by 45% of respondents and 16 years by 46% of respondents.

Table 11: Employment of Relatives

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level		
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100	
Policies regarding the hiring of relatives																											
Company will not hire the spouse of employee		16		29		29		15		17		19		29		29		29		56		53		28		28	
If hired, spouse may not be assigned to same department as employee		52		66		66		50		57		58		68		71		71		80		77		76		76	
Restrictions against hiring or assigning spouses apply as well to two employees who marry		34		51		50		33		40		40		46		46		46		73		72		57		57	
Company will not hire other relatives of employee		10		17		18		9		11		13		20		22		22		32		31		13		15	
If hired, other relatives may not be assigned to same department as employee		37		56		56		35		43		45		49		54		54		79		78		67		69	
Company will hire employee's children or other relatives for summer or vacation fill-in work in spite of general restrictions against hiring relatives		48		47		43		49		52		49		37		37		37		33		30		61		52	

Table 12: Rehiring of Retired Employees

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents rehiring any retired employees	156	47	305	58	348	67	141	48	154	52	202	69	15	37	19	46	25	61	100	75	91	68	32	59	30	56
For respondents rehiring any retired employees:	156	100	305	100	348	100	141	100	154	100	202	100	15	100	19	100	25	100	100	100	91	100	32	100	30	100
Rehiring basis																										
Full-time		24		23		19		25		23		18		13		11		8		25		23		22		20
Part-time		64		77		57		70		73		53		40		53		44		87		70		78		60
On consulting basis		28		28		67		28		28		75		33		32		80		26		44		28		73
Temporary or vacation fill-ins		41		46		34		41		49		28		40		42		12		67		53		50		37

Table 13: Orientation Programs for New Employees

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents with programs	247	74	417	80	413	79	215	73	218	74	216	74	32	78	33	81	37	90	118	88	114	85	48	89	46	85
For respondents with programs:	247	100	417	100	413	100	215	100	218	100	216	100	32	100	33	100	37	100	118	100	114	100	48	100	46	100
When conducted																										
Before new employee begins to work		32		25		24		35		28		27		10		9		9		27		27		17		18
After new employee begins to work		68		75		76		65		72		73		90		91		91		73		73		83		82
Who conducts program																										
Immediate supervisor		68		61		61		69		67		67		63		61		54		59		58		44		46
Other managers, including top management		11		14		20		10		12		21		19		18		22		19		21		10		13
Fellow employees		14		12		9		15		16		11		9		9		8		10		8		6		7
Personnel or training department		91		94		93		91		92		89		91		94		92		98		98		98		98
Safety personnel		27		9		9		27		14		14		25		24		22		—		—		2		2
Union representative		7		*		*		8		2		*		—		—		3		—		—		—		—
Orientation subjects																										
Company organization		68		81		84		65		75		80		91		91		92		89		89		79		80
Company history		63		79		80		67		74		76		81		79		78		89		89		79		80
Product information		68		69		71		70		76		78		59		64		65		64		64		56		61
Work rules		90		87		85		92		85		82		78		79		81		90		90		88		87
Safety rules		89		63		63		90		70		70		84		76		76		47		47		56		59
Pay practices		89		91		89		90		90		88		81		82		81		93		93		92		91
Personnel policies		89		92		92		89		90		89		91		91		92		97		97		90		89
Plant or office layout		54		55		55		55		57		58		50		52		51		50		50		58		57
Employee benefits		8		10		10		7		7		7		16		15		14		11		11		17		17

*Less than one percent

Table 14: Probationary Period after Hiring

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents with probationary period after hiring	300	90	396	76	346	67	262	89	200	68	171	58	38	93	38	93	32	78	121	90	114	85	37	69	31	57
Median length of period	3 mos.		3 mos.		3 mos.		3 mos.		3 mos.		3 mos.		6 mos.		6 mos.		6 mos.		3 mos.		3 mos.		3 mos.		3 mos.	
Range of months reported	1-24		1-12		1-36		1-24		1-12		1-36		2-12		3-12		3-12		2-6		2-12		1-6		1-6	

Table 15: Job Posting

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents with programs	252	75	318	61	240	46	218	74	145	49	100	34	34	83	34	83	24	59	97	72	77	58	42	78	39	72
For respondents with programs:	252	100	318	100	240	100	218	100	145	100	100	100	34	100	34	100	24	100	94	100	77	100	42	100	39	100
Level of job opening posted for each employee group to see																										
Nonexempt		94		97		82		93		98		84		97		94		79		96		82		98		77
Lower level exempt		33		61		85		29		56		88		56		53		79		65		82		76		87
Middle management		15		30		43		15		29		51		15		15		25		32		36		41		46
Top management		4		7		10		5		7		12		—		—		—		8		10		10		13
Circumstances warranting posting																										
Only if no one in the work unit is qualified		11		22		19		9		14		14		26		30		18		26		23		29		29
Only if line manager requests it		—		3		4		—		2		7		—		—		—		5		3		2		3
Whenever any opening occurs		81		74		75		83		83		78		68		67		77		65		72		68		69
Other		8		2		2		8 ^a		1		1		6		2		5		2		3		—		—

Table 15: Job Posting (continued)

Limitation of location of job openings posted													
Same department or functional unit	8	1	*	8	*	1	6	6	—	1	1	—	—
Same facility	41	23	16	47	39	26	6	3	—	4	3	28	26
Same division	12	7	4	12	11	8	9	9	—	2	1	—	—
Same city or town	7	10	7	7	13	10	3	6	—	6	6	10	9
Same geographic region	5	6	7	5	8	10	3	3	—	5	6	5	6
Companywide (no limitation)	27	52	65	20	28	45	73	73	100	80	63	58	60
Information included in the posting													
Job title and description	96	97	91	95	97	90	97	97	92	97	92	98	90
Job location	73	83	78	70	79	77	97	97	92	91	84	71	59
Minimum qualifications	72	88	82	71	86	81	82	91	88	89	82	91	82
Other desirable qualifications	48	70	67	45	66	64	68	77	83	68	62	81	74
Job grade and wage or salary range	67	66	60	67	63	53	71	74	50	73	69	71	67
Reporting relationship	25	38	40	26	43	48	21	24	25	34	34	41	39
Wage or salary being offered	23	10	9	23	14	12	18	12	4	5	5	10	10
Moving expense allowance, if applicable	2	4	5	1	4	6	3	6	8	3	3	—	3
Medium used													
Bulletin board	94	93	85	95	94	82	88	85	83	91	84	100	92
Special memo	6	10	12	3	6	10	24	24	25	14	14	5	5
Employee publication	2	8	8	2	3	2	3	3	8	10	8	24	23
Special job-posting newsletter	2	6	8	3	4	7	—	—	—	13	14	2	3
Length of time posted job must remain open													
One week or less	73	68	64	76	73	66	49	64	73	70	69	50	43
Two weeks	14	11	11	9	9	14	42	27	14	5	4	14	14
Three weeks or more	1	1	*	1	2	—	—	—	—	—	—	—	3
No set limit	12	21	25	13	16	20	9	9	14	25	27	36	41

* Less than one percent

* Includes 2 percent of companies with programs that are required by union contract to post these jobs

Table 16: Requests for Transfer

Practice ¹	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents with programs	282	84	475	91	458	88	246	84	256	87	246	84	36	88	37	90	36	93	130	97	123	92	52	96	51	94
For respondents with programs:	282	100	475	100	458	100	246	100	256	100	246	100	36	100	37	100	36	100	130	100	123	100	52	100	51	100
Type of transfer permitted through request procedure																										
Within same department or unit		69		68		66		68		68		65		75		73		74		65		63		75		71
Within same division, plant or branch		76		71		70		77		78		76		69		65		68		65		64		56		57
Companywide		53		71		81		48		54		73		86		92		95		91		91		90		88
By whom requests must be approved																										
Department head of job to be filled		82		91		89		81		87		86		89		95		95		95		93		96		94
Personnel manager		62		69		67		64		68		66		47		54		55		78		78		65		63
Division manager		15		22		28		15		20		29		17		19		26		25		27		23		24
Plant or general manager		22		12		17		24		20		29		6		3		11		2		2		—		2
Member of top management		7		10		18		6		12		22		11		14		29		6		10		6		8
Special transfer-approval committee		—		—		—		—		—		—		—		—		3		2		—		—		—
Manager losing employee		4		5		4		4		4		4		3		3		3		8		6		4		2
Approval unnecessary under terms of labor contract ²		5		1		—		5		2		—		3		—		—		—		—		—		—
Relocation assistance is provided if transfer involves household move		15		20		50		16		21		58		8		16		26		14		40		31		49
Provision of an appeals procedure if request is denied	147	52	200	42	188	41	130	53	104	41	98	40	17	47	16	43	15	40	61	47	56	46	19	37	19	37
For respondents with appeals procedure, grievance is handled by:	147	100	200	100	188	100	130	100	104	100	98	100	17	100	16	100	15	100	61	100	56	100	19	100	19	100
Personnel department		43		73		72		47		73		74		12		19		13		87		84		68		68
Regular complaint system mechanism		42		17		18		40		18		18		59		50		47		5		7		21		21
Not specified		15		10		10		13		9		7		29		31		40		8		9		11		11
Provision of a probationary period after transfer to new job	167	59	227	48	261	44	153	62	120	47	104	42	14	39	15	41	12	32	71	55	65	53	21	40	20	39
For respondents with probationary period:	167	100	227	100	261	100	153	100	120	100	104	100	14	100	15	100	12	100	71	100	65	100	21	100	20	100
Employee may return (on request) to old job during probationary period		69		50		49		67		53		52		93		73		67		45		45		33		35
Employee may return to old job at end of probation if probation is failed		59		47		44		59		48		45		64		53		42		46		45		33		35
Employee may return to old job at end of probation if probation is passed		34		33		32		32		31		31		50		40		33		38		37		19		20

¹Less than one percent²To the same or lower level job only³Approval is automatic if transfer is in accord with the typical labor agreement transfer arrangement in which the seniority of the bidder is the determining factor.

Table 17: Job Counseling and Career Planning Assistance

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	Fis.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents with programs	151	45	339	65	347	66	131	45	175	60	184	63	20	49	23	56	23	56	105	78	103	77	36	67	37	69
For respondents with programs:	151	100	339	100	347	100	131	100	175	100	184	100	20	100	23	100	23	100	105	100	103	100	36	100	37	100
Type of information made available																										
Job descriptions		77		86		84		77		80		80		75		83		78		94		91		92		89
Minimum qualifications required		85		87		85		84		83		80		90		91		87		91		89		94		92
Other desirable qualifications		70		75		74		70		77		78		65		70		70		74		73		72		70
Wage or salary grade		75		71		67		74		63		59		80		78		74		81		79		72		68
Number of openings likely to occur in a specified period		30		28		27		28		25		25		40		35		35		29		26		36		32
Current or shortly expected openings		49		53		51		47		46		46		65		52		48		59		57		64		60
Common career paths		51		60		64		50		62		68		60		61		61		59		57		53		62
Common advancement strategies		36		44		47		37		46		52		35		30		35		48		45		33		35
How information is usually provided																										
Individually, by supervisors		72		79		78		72		78		79		70		70		70		84		82		72		73
Individually, by personnel staff members		69		80		78		70		81		77		60		65		70		83		84		78		73
Through printed materials		32		30		27		29		24		19		50		44		39		36		36		36		35
In group meetings by work units		7		5		5		7		5		6		5		4		4		5		3		8		8
In group career-planning workshops		4		7		8		3		6		8		10		9		9		6		5		14		14

Table 18: Skills Inventory

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents maintaining skills inventories	64	19	173	33	191	37	51	17	71	24	93	32	13	32	14	34	13	32	63	47	61	46	25	46	24	44
For respondents maintaining skills inventories:	64	100	173	100	191	100	51	100	71	100	93	100	13	100	14	100	13	100	63	100	61	100	25	100	24	100
Data included																										
Education and training		45		61		63		41		51		58		62		64		69		65		64		76		79
Work history		44		57		60		39		49		56		62		64		69		59		57		68		75
Specific work skills		42		54		57		39		42		50		54		57		69		59		57		76		79
Language proficiency		23		30		34		20		31		38		39		36		39		32		33		20		21
Avocations and hobbies		20		23		24		18		23		25		31		29		23		24		25		16		17
Test results		20		28		25		20		27		20		23		21		23		25		25		40		42
Other ¹		8		6		8		8		13		15		8		7		8		2		2		—		—
When inventory information is gathered or amended																										
At hiring		42		50		50		37		42		43		62		94		69		49		49		68		71
At job change or promotion		25		30		32		18		21		27		54		57		62		32		31		36		38
Annually		14		22		26		12		15		24		23		21		31		32		31		16		17
At request of employee		30		35		36		24		25		31		54		57		54		35		34		48		50
Other		13		10		9		10		7		5		31		29		31		5		5		24		25
Skills inventory used as a search tool in filling job openings		31		47		55		29		42		53		39		36		54		52		57		52		54

¹Includes career aspirations and preferences for work assignments and locations

Table 19: Performance Appraisals of Individual Employees

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents with programs	250	75	491	94	484	93	214	73	271	92	272	93	36	88	37	90	36	88	131	96	125	93	52	96	51	94

Table 19: Performance Appraisals of Individual Employees (continued)

For respondents with programs:	250	100	491	100	484	100	214	100	271	100	272	100	36	100	37	100	36	100	131	100	125	100	52	100	51	100
Purpose of appraisals																										
Wage or salary review		59		91		92		59		89		90		58		76		83		98		98		96		96
Promotion possibilities		59		82		82		59		80		81		56		62		64		89		88		85		84
Evaluation of probation		74		67		58		74		61		50		75		68		50		80		78		65		57
Identification of training and development needs		40		55		56		38		52		56		47		51		56		57		55		62		61
Communication with employees on how they are being evaluated		48		69		70		47		63		66		56		65		69		79		78		75		75
Transfer decisions or requests		34		47		46		33		44		45		39		41		42		53		50		48		47
Layoff or discharge decisions		31		38		39		33		41		43		19		19		19		39		38		35		37
Frequency of appraisals																										
Annually		55		71		79		55		76		83		55		59		75		60		73		68		71
Semiannually		25		23		17		24		20		14		30		30		22		27		19		23		20
For evaluating probationary periods only		8		1		*		8		*		*		9		5		—		2		—		2		2
Varies according to position in one's salary range ¹		1		2		2		1		2		1		3		3		—		4		4		4		2
Other ²		11		3		2		12		3		2		3		3		3		2		2		4		4
Who conducts appraisals																										
Immediate supervisors		90		99		99		90		99		98		94		100		100		100		100		100		98
Other managers ³		6		12		15		7		13		17		3		3		6		17		17		8		8
Personnel staff members		5		6		5		6		6		6		—		—		6		7		8		2		2
Other ⁴		2		2		2		1		3		3		3		3		3		2		2		—		2
Criteria used in appraisal																										
Pre-established job objectives for the period		72		81		89		73		79		90		67		70		81		85		90		88		88
Checklist of desirable personal characteristics		33		41		35		32		39		32		42		43		33		44		38		42		39
Criteria communicated to employees at beginning of appraisal period		70		82		85		71		79		84		64		70		81		88		89		85		84
Results of completed appraisal made available to:																										
Appraised employee		72		85		85		72		79		79		78		84		86		95		94		94		92
Line managers or supervisors		78		83		81		78		81		79		83		89		92		84		81		83		80
Personnel department		69		79		78		69		75		74		72		78		81		87		86		79		77
Top management		51		66		70		52		63		69		47		51		58		76		78		64		61
Union representatives		10		1		1		11		2		2		8		3		3		—		—		—		—
Appraisal usually results in an agreed-upon plan for performance improvement		57		69		73		58		66		72		47		57		61		74		77		75		77

*Less than one percent

¹A typical program would involve annual appraisals for employees above midpoint in their salary ranges and semiannually for those below.

²Includes quarterly, bimonthly, monthly and weekly

³Most frequently the head of the department

⁴Includes self-appraisals and appraisals by co-workers

Table 20: Testing Programs

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents with programs	72	21	188	36	192	37	51	17	70	24	78	27	21	51	22	54	22	54	66	49	63	47	30	56	29	54
For respondents with programs:	72	100	188	100	192	100	51	100	70	100	78	100	21	100	22	100	22	100	66	100	63	100	30	100	29	100
Types of tests used																										
Intelligence (mental ability)		22		14		23		20		16		32		29		23		27		11		14		13		14
Mechanical aptitude		44		10		11		39		9		14		57		27		27		9		6		3		—
Clerical aptitude		11		54		18		6		59		13		24		59		18		49		21		53		28
Particular skill measurement		31		42		23		28		23		21		38		59		23		52		24		50		31
Personality		11		7		17		12		11		26		10		5		9		5		10		7		17
Polygraph or voice stress analysis		—		3		2		—		3		1		—		—		—		6		3		—		—
How tests are developed																										
By a commercial test publisher		33		40		26		26		40		27		48		46		32		41		24		37		24
Internally, by the company		22		19		8		20		16		8		29		32		23		15		5		27		7
By an outside consultant for the company		14		11		17		12		11		19		19		18		18		11		14		3		14
By a trade or professional association		8		17		9		8		4		1		10		9		9		24		11		37		28
Studies are conducted to ensure that tests are job-related and valid		47		48		35		41		39		31		62		68		41		52		37		50		38
When tests are conducted																										
Preemployment		53		75		44		43		66		42		76		86		41		77		41		60		55
During evaluation for promotion or transfer		32		31		23		26		26		24		48		36		36		30		14		40		31
During employee counseling		6		4		5		2		—		4		14		14		9		6		5		3		7
Immediately after hiring		3		*		2		4		1		3		—		—		5		—		—		—		—
Who conducts tests																										
Company staff member		90		87		81		92		88		84		87		84		82		86		72		87		94
Outside consultant or testing service		10		10		18		8		10		16		13		16		18		8		25		8		6
State employment service		—		1		1		—		—		—		—		—		—		4		3		—		—
Who has access to test results																										
Personnel department		57		77		52		49		67		53		76		91		55		82		49		77		55
Immediate supervisor		40		53		36		41		49		37		38		41		18		61		38		53		41
Other managers		17		18		15		20		16		14		10		14		9		23		16		13		17
Applicant tested		21		35		20		18		27		13		29		32		18		46		29		33		21
Employee tested		28		34		22		29		34		22		24		27		14		33		24		40		28
Union representatives		6		1		1		4		—		—		10		9		9		—		—		—		—
Outside consultants		4		5		6		2		3		4		10		9		9		5		8		7		7

* Less than one percent

Table 21: Assessment Centers

Practice ¹	Total Number of Respondents by Employee Group ²					
	Nonexempt					
	Production or Operations		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100
Respondents with programs	15	4	20	4	33	6
For respondents with programs:	15	100	20	100	33	100
Purpose for which assessment centers are used						
Making promotion and transfer decisions		80		60		62
Identifying high potential employees		40		35		53
Hiring		47		35		24
Determining training needs		27		25		41
Counseling employees		20		25		32

¹Job simulation techniques used for training and evaluating employees or job applicants

²Response was insufficient for presentation by industry.

Table 22: Personnel Record-keeping Systems

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Scope of personnel record systems used ¹																										
Companywide		67		83		87		65		76		83		88		90		90		93		90		94		94
Divisional		30		25		26		29		33		35		32		32		32		10		10		11		13
Plant or branch		57		39		35		61		55		49		32		32		32		16		15		17		15
Type of records filed																										
Previous employment		95		97		96		94		96		96		98		100		98		98		94		98		96
Promotions and transfers		95		97		96		94		97		96		98		100		98		98		93		98		96
Wages or salary		94		97		95		94		97		96		95		100		98		97		92		98		96
Medical data		91		84		83		91		90		90		93		95		93		66		66		79		77
Performance appraisal		82		92		91		81		89		90		93		95		93		97		92		96		94
Skills inventory		52		59		60		51		56		60		55		58		55		63		62		60		58
Test results		60		67		60		58		65		57		75		78		78		63		59		74		70
Education record		93		95		93		92		94		94		95		98		95		95		90		98		96
Employee benefits		88		91		90		88		90		90		90		93		90		93		89		89		87
Credit bureau reports		30		41		41		29		31		31		35		38		38		63		61		43		45
Disciplinary warnings or measures		92		93		89		92		91		87		98		100		98		95		91		94		92
Union membership		64		27		24		64		38		31		65		60		58		5		5		9		9
Tuition aid		76		85		84		74		85		85		93		95		93		83		80		81		79
Relocation assistance		43		49		62		40		48		69		70		73		70		41		44		58		62

¹A few scattered responses indicated the following variations: subsidiary files; supervisor's working files; files on all salaried employees at corporate offices; files on all hourly employees at individual plants; geographical files by city or by region.

Table 23: Privacy of Employee Records

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Company has a written policy covering the handling of employees' personal information		42		44		44		41		41		42		49		51		51		46		45		48		48
Employees' permission required for release of information to the following inquirers: ¹																										
Other employers	60		62		61		60		61		61		59		61		61		62		60		67		65	
Creditors or credit agencies	70		72		71		70		72		72		63		66		66		72		69		74		74	
Government agencies ²	52		55		54		54		54		54		37		39		39		56		53		69		67	
Union representatives	47		39		40		48		47		47		39		39		44		27		26		32		32	
Employee's family members	62		63		62		63		64		64		54		56		56		60		58		67		67	
Other employees ³	63		64		64		64		65		65		59		61		61		62		60		69		69	
Friends of employee outside the company	64		65		64		65		67		67		58		59		59		61		59		69		69	
Press or other media	66		65		64		67		68		69		56		59		59		58		56		65		65	

¹Information other than work location, term of employment and last position held

²Except where required by law

³Except those with a bona fide, work-related "need to know"

Table 24: Employee Access to Personal Files

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100	
Respondents with programs	278	83	451	85	449	86	244	83	243	83	246	84	34	83	35	85	35	85	125	93	121	90	48	89	47	87	
For respondents with programs:	278	100	451	100	449	100	244	100	243	100	246	100	34	100	35	100	35	100	125	100	121	100	48	100	47	100	
When access is provided																											
Periodically (generally annually)		3		4		4		3		4		4		3		3		3		3		3		4		4	
On request		95		94		95		94		94		94		97		97		97		95		96		92		91	
At change of job or status		*		1		2		*		1		2		—		—		—		2		2		—		—	
Other ¹		3		3		3		2		2		2		12		11		11		—		—		6		6	
Employee may challenge or change "incorrect" data		85		86		85		86		86		85		76		77		77		90		88		83		81	
Some files are considered company-confidential and are inaccessible to employees		151	54	226	50	230	51	128	53	134	55	141	57	23	68	24	69	24	69	50	40	47	39	18	37	18	38
For respondents with such files:		151	100	226	100	230	100	128	100	134	100	141	100	23	100	24	100	24	100	50	100	47	100	18	100	18	100
Type of file considered company-confidential																											
Medical		46		42		42		48		46		45		52		54		54		22		26		44		44	
Environmental exposure data		27		18		17		30		27		26		13		13		13		—		—		6		6	
Psychiatric evaluations		33		27		30		32		32		34		39		38		38		14		15		17		22	
Test results		26		28		29		23		23		25		44		46		46		26		26		39		39	
Performance appraisals		14		15		17		13		14		16		22		21		21		16		19		6		6	
Salary or promotion recommendations		58		56		59		60		62		65		48		46		50		44		45		61		61	
Previous employer references		65		65		65		65		63		63		65		67		67		76		79		44		44	
Credit bureau reports		17		24		25		15		13		14		26		29		29		46		49		39		44	
Other ²		7		7		7		7		6		6		13		13		13		8		9		6		6	

*Less than one percent

^aIncludes (a) at the time of salary or performance review, and (b) as required where state "access" laws exist^bIncludes supervisor's files, security data, files involved in litigation, and files regarding other employees

Table 25: Record of Disclosures of Personal File Data

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents maintaining a record of disclosures	104	31	191	37	187	36	86	29	89	30	89	30	18	44	18	44	18	44	62	46	59	44	22	41	21	39
For respondents with such a record:	104	100	191	100	187	100	86	100	89	100	89	100	18	100	18	100	18	100	62	100	59	100	22	100	21	100
Type of disclosures recorded																										
All disclosures		27		25		25		28		29		29		22		22		22		26		24		14		14
To outside inquiries only		48		51		52		47		46		46		50		50		50		56		57		59		62
Only disclosures with no employee permission on record		6		5		5		7		7		7		—		—		—		3		3		5		5
Only disclosures not based on specified work-related "need to know"		11		10		10		12		12		12		6		6		6		8		9		9		10
Other ¹		8		9		8		5		6		6		22		22		22		7		7		14		10

¹Includes disclosures only to written requests or mortgage verifications

Table 28: Information to Other Employers

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents providing information about former employees to other employers	301	90	476	91	472	90	264	90	270	92	270	92	37	90	38	93	38	93	123	92	120	90	45	83	44	82
For respondents providing such information:	301	100	476	100	472	100	264	100	270	100	270	100	37	100	38	100	38	100	123	100	120	100	45	100	44	100
Type of information provided																										
Title or kind of work performed		88		90		89		88		87		86		92		92		92		94		94		93		93
Length of service with company		89		90		90		89		88		88		89		90		90		94		94		89		89
Reason for leaving		47		44		43		49		48		47		38		37		40		37		37		44		43
Quality of work performed		28		26		26		29		29		28		19		18		18		24		23		27		27
Rehire status		41		39		39		42		42		42		30		29		29		36		35		40		41
Home address		12		11		11		13		12		12		11		11		11		9		8		9		9
Last wage or salary		23		21		21		23		22		21		24		24		21		14		14		36		36
Confirmation of inquirer's data only ¹		35		34		34		34		34		35		36		37		37		31		30		36		36
How information is provided																										
In writing only		20		17		17		18		18		18		32		32		32		14		14		13		14
Over the phone only		9		7		7		10		10		10		3		3		3		*		*		4		5
Either in writing or over the phone		71		76		76		72		72		72		65		66		66		85		85		82		82

* Less than one percent.

¹ Includes confirmation only of (a) information on kind of work and/or dates of employment and/or wage last paid, and (b) information authorized by the former employee.

III. Communications, Training and Education

Table 27: Employee Communications

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100	
Means of communication:																											
Bulletin board		96		95		93		95		96		96		100		100		100		91		83		96		92	
Benefit plan handbook or booklets		90		93		91		90		94		94		95		95		95		95		88		88		87	
Employee bulletins		84		88		86		84		86		86		85		85		85		92		84		90		88	
Meetings		81		87		86		79		85		86		95		95		95		89		83		92		92	
Employee newspaper or magazine		76		80		79		74		75		75		98		98		98		85		79		87		87	
General employee handbook		73		77		75		73		72		72		78		78		78		75		76		92		90	
Pay envelope inserts		66		66		65		67		69		69		63		63		63		62		56		63		63	
Company financial report		60		67		67		56		59		61		95		95		95		73		68		85		85	
Films or slides		38		38		38		36		39		40		50		50		50		30		29		42		42	
Safety manual		39		20		24		36		25		31		65		53		60		2		2		8		8	
Videotape or closed circuit TV		28		27		28		25		27		28		50		50		50		17		17		33		33	
Public address system		24		24		23		25		26		26		18		18		18		12		9		44		44	

Table 28: Employee Handbooks

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents that provide employee handbooks	254	73	403	77	396	75	223	73	221	72	221	72	31	78	31	78	31	78	103	81	97	76	48	92	47	90
For respondents with employee handbooks:	254	100	403	100	396	100	223	100	221	100	221	100	31	100	31	100	31	100	103	100	97	100	48	100	47	100
Type of information included																										
Employee benefits		85		91		91		85		89		87		90		90		90		94		95		94		96
Personnel policies		85		91		90		86		89		86		84		87		87		94		94		94		96
Employee services		75		81		80		76		81		79		71		74		74		83		81		79		81
Work rules		82		79		78		84		78		75		61		65		65		85		87		83		85
Benefits for family members		65		68		69		65		69		66		66		68		68		63		63		79		81
Company history		61		65		65		60		65		64		65		68		68		63		64		67		68
Grievance procedures		54		49		48		59		49		48		23		23		23		56		55		52		53
Employee organizations		41		44		44		39		44		43		52		55		55		38		38		52		53
Company products		43		39		38		44		46		45		32		32		32		25		25		37		40
Recreational facilities		34		34		34		33		36		35		42		42		42		21		22		50		51
Frequency of handbook revision																										
Irregularly, as needed		63		65		65		61		65		66		74		74		74		62		62		62		64
Semiannually		2		3		3		2		2		2		6		6		6		2		2		6		6
Annually		17		19		19		17		19		18		13		13		13		22		23		19		19
Biennially		6		8		8		9		8		8		—		—		—		11		10		12		13
Triennially		6		2		2		6		3		3		6		6		6		—		—		—		—
With new employment contract		3		1		1		3		2		2		—		—		—		—		—		—		—
Other regular schedule		1		1		1		1		1		1		—		—		—		3		3		—		—
Last revision—median year ¹		1978		1979 ^a		1979 ^a		1978		1979		1978		1979		1979		1979		1979 ^b		1979 ^b		1978		1978

¹Years reported by all respondents ranged from 1965 to 1979.^aReported by 52% of all respondents with handbooks.^bReported by 66% of responding banks with handbooks.

Table 29: Employee Newspapers and Magazines

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100	
Respondents providing employee publications	264	76	421	80	415	79	225	74	229	75	230	75	39	98	39	98	39	98	108	85	101	79	45	87	45	87	
For respondents with such publications:	264	100	421	100	415	100	225	100	229	100	230	100	39	100	39	100	39	100	108	100	101	100	45	100	45	100	
Frequency of issue ¹																											
Weekly		7		9		9		7		8		9		8		8		8		6		6		20		18	
Semi-monthly		7		10		10		6		6		6		13		13		13		15		15		20		20	
Monthly		45		46		45		42		40		40		64		64		64		51		51		42		43	
Bi-monthly		9		8		8		11		11		11		—		—		—		5		5		9		9	
Quarterly		37		28		28		36		37		38		18		18		18		21		20		4		5	
Other		5		8		7		5		5		6		5		5		5		8		8		11		11	
Responsible department																											
Personnel		41		36		38		48		46		45		—		—		—		36		38		18		18	
Public Relations		45		47		47		37		40		40		89		89		89		45		46		52		52	
Personnel and Public Relations, jointly		4		4		3		5		5		5		—		—		—		4		3		2		2	
Communications		5		5		5		4		4		4		8		8		8		3		2		11		11	
Marketing		1		3		3		1		1		1		—		—		—		8		9		5		5	
Other		4		5		5		5		5		5		3		3		3		4		4		11		11	
Articles written by																											
Full-time special staff		54		54		54		51		52		52		74		74		77		45		46		71		71	
Management		47		45		47		50		47		48		33		33		36		46		50		40		40	
Rank-and-file employees		34		38		36		33		32		31		38		38		38		49		47		40		40	
Personnel department		4		4		4		4		5		5		—		—		—		6		7		—		—	
Retired employees		6		6		6		5		5		5		10		10		10		3		2		13		13	
Employee family members		3		3		3		3		3		3		8		8		8		1		1		7		7	
Other		6		7		7		6		7		7		5		5		5		8		9		11		11	
Publication has a full-time editor		55		55		55		50		51		51		85		82		85		45		47		73		71	
Publication is sent to retired employees ²		73		75		74		69		68		68		100		100		100		73		72		91		91	

¹Some respondents reported more than one publication.²Publication of a newspaper or magazine exclusively for retired employees reported:

	Percent of Total
Manufacturers	5
Gas and electric utilities	5
Banks	less than 1
Insurers	8
All Respondents	4
(7.25 companies = 100%)	

Table 30: Company Financial Reports to Employees

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents providing company financial reports	204	59	350	67	350	67	166	54	175	57	181	59	38	95	38	95	38	95	93	73	87	69	44	85	44	85
For respondents with such provision:	204	100	350	100	350	100	166	100	175	100	181	100	38	100	38	100	38	100	93	100	87	100	44	100	44	100
Information is conveyed by																										
Distribution of stockholders' report		49		49		50		43		45		45		74		74		74		48		51		48		48
Distribution of report addressed jointly to employees and stockholders		4		6		6		2		3		3		11		11		11		8		8		7		7
Distribution of report addressed to employees only		13		10		10		16		15		14		3		3		3		5		5		5		7
Summary of annual report published in employee publication		19		16		15		20		19		18		13		13		13		13		11		14		11
Explanation of financial results at a meeting for employees		10		11		12		11		13		12		8		8		8		12		14		7		9
Posting of financial report on bulletin board		18		12		12		18		18		17		8		8		8		4		3		11		9
Frequency of information provided																										
Quarterly		49		48		50		47		49		48		58		58		58		58		58		22		28
Semiannually		2		4		3		2		2		2		—		—		—		7		7		2		2
Annually		49		48		47		51		49		50		42		42		42		35		35		76		70

Table 31: Suggestion Award Programs

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents with programs	110	32	171	33	167	32	93	30	92	30	91	30	17	43	17	43	17	43	36	28	33	26	26	50	26	50
For respondents with programs:	110	100	171	100	167	100	93	100	92	100	91	100	17	100	17	100	17	100	36	100	33	100	26	100	26	100
Suggestions to be awarded determined by																										
Special suggestion committee ¹		80		59		53		59		61		53		65		65		65		50		52		58		58
Affected departments		14		15		14		14		10		9		12		12		12		25		21		23		23
Top management		11		11		10		11		11		10		12		12		12		14		12		8		8
Other ²		14		13		13		14		14		14		12		12		12		11		12		12		12
Program is overseen by a special suggestion administrator		82		79		73		80		78		69		94		94		94		69		70		85		85
Form of award granted																										
Cash		79		83		84		80		80		79		76		76		76		83		90		96		96
Government bonds		6		4		4		4		5		4		12		12		12		3		3		—		—
Merchandise		5		2		3		6		5		5		—		—		—		—		—		—		—
Other, including combinations of the above		10		11		9		10		10		12		12		12		12		14		7		4		4
Program features a minimum award		68		70		65		66		63		57		82		82		82		83		79		69		65
Median dollar value ³		\$20		\$20		\$20		\$20		\$20		\$20		\$25		\$25		\$25		\$25		\$25		\$20		\$25
Program features a maximum award		51		50		45		47		43		36		71		71		71		56		55		50		46
Median dollar value ⁴		\$5000		\$3000		\$2500		\$5000		\$5000		\$5000		\$1000		\$1000		\$1000		\$100		\$100		\$1500		\$1500
Individual awards revalued at year's end to reflect company savings or increased profits from the use of suggestion		27		22		23		28		27		27		24		24		24		11		12		19		19
Median percent of savings or increased profits awarded after revaluation ⁵		15%		15%		15%		15%		15%		15%		15%		15%		15%		**		**		20%		20%
Company publicizes granting of awards		91		86		82		90		89		81		94		94		94		86		82		65		77
Program is open to retired employees		9		10		10		6		8		8		24		24		24		17		18		—		—

¹Those who serve on special suggestion committees were reported as follows:

Personnel	Percent of Respondents with Suggestion Committees
Top management	46 to 115
Representatives of major units or departments	91 to 97
Representatives of an employee organization	4 to 9
Other	9 to 12

²Includes combinations of a special committee and other units

³Values for minimum awards ranged from \$1 to \$100

⁴Values for maximum awards ranged from \$5 to \$50,000

⁵Percentages of savings or increased profits ranged from 10 to 50%

**Insufficient response

Table 32: Attendance at Stockholder Meetings

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100	
Employee stockholders are encouraged to attend annual stockholder meetings		28		35		35		28		32		34		28		30		30		45		42		31		31	
Employee stockholders are paid for time off to attend annual meetings		11		21		22		11		18		19		15		18		18		32		32		19		19	

Table 33: Employee Education in the U.S. Political Process

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100	
Communication to employees of company's position on political issues		22		21		22		20		22		23		32		32		32		18		19		20		20	
Provision of a program to improve employees' understanding of the U.S. political process		19		19		19		18		20		20		32		32		34		11		12		20		20	
Arrangement for voter registration at the workplace		7		7		7		7		7		7		7		7		7		5		5		11		11	

Table 34: On-site Training or Education

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents with programs	297	86	435	83	442	84	258	84	229	75	246	80	39	98	37	93	39	98	121	95	109	86	48	92	48	92
For respondents with programs:	297	100	435	100	442	100	258	100	229	100	246	100	39	100	37	100	39	100	121	100	109	100	48	100	48	100
Objectives																										
Train newly hired employees		87		83		72		87		77		68		85		78		77		97		73		79		81
Improve employee performance in current duties		69		78		82		66		73		80		92		92		95		78		77		88		94
Prepare employee for new duties		65		66		70		64		66		69		72		54		64		68		72		73		75
Subjects taught																										
Safety and industrial hygiene		96		53		59		95		80		86		97		84		87		7		7		17		17
Specific job skills		92		84		85		92		79		62		90		81		64		99 ^a		68 ^a		83		81
First aid		58		35		41		55		44		52		82		60		59		15		18		19		19
Supervisory techniques		19		28		81		17		22		80		26		27		85		34		79		40		85
Interpersonal skills		17		43		71		15		36		72		31		60		77		47		70		54		71
Training methods																										
Planned on-the-job training		74		73		61		74		64		56		77		76		56		84		69		88		77
Lecture, demonstration, group discussion		45		59		76		41		55		76		69		73		90		53		66		83		90
Self-study with training manual		33		38		37		30		28		35		56		46		33		47		36		56		54
Programmed instruction		27		36		43		23		28		40		51		43		49		41		36		58		65
Job rotation		28		28		34		28		25		32		26		27		36		34		38		29		31
Role playing		9		22		42		8		15		43		18		27		38		31		38		29		48
Case method		7		15		41		7		10		40		13		16		49		22		40		19		42
Apprenticeship		52		9		7		50		7		4		62		19		21		10		7		6		6
Training instructors																										
Full-time company instructors		37		42		41		35		34		38		49		49		51		48		38		60		60
Personnel department staff as part-time instructors		50		55		64		48		52		66		59		70		69		55		57		65		69
Foremen, supervisors or other company personnel		80		60		54		79		62		52		92		70		62		53		51		67		62
Vendors or suppliers to company		36		24		24		33		28		28		54		30		31		14		16		23		21
Consultants, or other outside private training specialists		18		25		48		15		23		54		36		46		41		22		42		27		35
Vocational, technical or business school teachers		16		11		9		17		12		9		13		19		18		7		6		13		4
University or college professors		7		11		27		7		11		27		10		22		44		12		25		8		17
Employees are encouraged to request or volunteer for training		61		73		75		61		70		72		67		70		72		74		81		85		83

^aIncludes seminars on bank policy and orientation on new banking products

Table 35: Tuition Aid Plans

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents with programs	274	79	479	91	474	90	236	77	276	90	279	91	36	95	38	95	38	95	119	94	111	87	46	88	46	88
For respondents with programs:	274	100	479	100	474	100	236	100	276	100	279	100	36	100	38	100	38	100	119	100	111	100	46	100	46	100
Type of study approved																										
College or university courses		88		97		97		87		98		98		97		100		100		95		95		96		96
Vocational or trade school courses		78		62		61		77		70		68		87		82		84		41		38		57		54
Correspondence or self-study programs		51		50		50		46		50		49		84		82		84		41		41		48		50
TV instruction programs for credit from an accredited school		14		13		13		13		13		13		18		21		24		10		10		11		9
Other		3		14		13		3		5		5		3		3		3		34 ^a		33 ^a		22 ^b		22 ^b
Degree of relatedness between study and employee's work																										
Directly related to duties in current job		73		78		77		72		78		78		79		79		76		80		77		76		76
In preparation for a next-step promotion		62		69		69		63		71		72		61		66		66		70		68		57		57
In preparation for a more distant career goal		41		46		50		40		47		52		47		47		53		48		50		37		37
Relatedness not necessary		23		17		17		23		17		17		18		18		18		15		14		22		22
Eligible employees																										
Full-time		93		99		99		92		100		99		100		100		100		99		99		96		98
Part-time		6		13		12		5		7		7		13		13		13		27		23		15		15
Temporary		•		1		1		•		•		•		—		—		—		3		4		—		—
Retired		—		•		•		—		—		—		—		—		—		2		2		—		—

Table 35: Tuition Aid Plans (continued)

Participation rate of eligible employees													
0%—0.9%	9	3	3	10	4	4	5	3	—	2	3	—	—
1%—1.9%	17	8	7	18	12	10	11	3	5	3	4	4	2
2%—4.9%	15	17	15	14	17	17	26	18	13	13	10	24	20
5%—9.9%	19	24	26	19	25	26	21	37	37	19	21	24	24
10% and over	9	27	28	8	20	21	11	13	18	49	49	24	28
Unspecified	30	21	21	31	22	22	26	26	26	14	14	24	28
Median participation rate (%) ¹	3.0	5.0	5.0	2.0	5.0	5.0	3.6	5.0	5.0	10.0	10.0	5.0	5.0
Requirement of length of service for eligibility	42	45	44	39	41	41	61	61	55	55	53	33	35
Median length of service required ²	6 mos.	6 mos.	6 mos.	6 mos.	6 mos.	6 mos.	6 mos.	6 mos.	6 mos.	6 mos.	6 mos.	6 mos.	6 mos.
Arrangements for class attendance													
Nonworking hours only	85	85	82	85	86	83	89	87	84	89	83	67	65
Time off without pay	2	2	2	2	1	1	3	3	3	3	4	2	2
Time off with pay	•	•	2	•	•	2	—	—	—	•	3	2	2
Work schedules adjusted for class attendance	11	12	15	12	12	14	8	11	13	7	11	28	30
Imposition of a maximum allowance per semester or per year ³	20	20	20	20	23	22	24	24	24	15	16	15	15
Median maximum per semester	\$300 ^c	\$300 ^d	\$300 ^d	\$200 ^c	\$300 ^c	\$300	••	••	••	\$200 ^e	\$180 ^e	••	••
Median maximum per year	\$650 ^f	\$850 ^f	\$850 ^f	\$700 ^f	\$750 ^f	\$700 ^f	\$500 ^g	\$500 ^g	\$650 ^g	\$500 ^h	\$500 ^h	••	••
When allowances are paid													
All at registration for courses ⁴	8	13	12	9	8	8	3	3	3	27	27	9	7
All at completion of course	61	74	74	80	79	79	84	84	84	64	64	61	61
Part at registration, part at completion ⁴	11	13	14	11	12	13	13	13	13	9	9	30	32
Requirement of length of service after completion of course	4	5	5	3	4	4	8	11	8	6	6	2	2
Median length of service required ⁵	12 mos.	12 mos.	12 mos.	12 mos.	12 mos.	12 mos.	12 mos.	12 mos.	12 mos.	12 mos.	12 mos.	12 mos.	12 mos.

(continued on next page)

Table 35: Tuition Aid Plans (continued)

Practice	Number of Respondents by Industry and Employee Group																											
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance					
	Nonexempt			Lower level Exempt			Nonexempt			Lower level Exempt			Nonexempt			Lower level Exempt			Nonexempt		Lower level Exempt		Nonexempt		Lower level Exempt			
	Production or Operations	Office and Clerical					Production	Office and Clerical					Operations	Office and Clerical						Office and Clerical					Office and Clerical			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Allowance depends on grade earned	196	72	363	76	357	75	165	70	208	75	208	75	31	82	31	82	30	79	93	78	87	78	31	67	32	70		
For plans in which allowance depends on grade earned:	196	100	363	100	357	100	165	100	208	100	208	100	31	100	31	100	30	100	93	100	87	100	31	100	32	100		
Percent of tuition allowed if:																												
Grade is "A"																												
50%—74%		8		9		7		8		8		7		11		11		11		7		5		17		13		
75%—99%		16		13		14		14		15		14		29		29		32		8		9		7		10		
100%		76		78		78		78		78		78		61		61		57		85		87		76		77		
Grade is "B"																												
50%—74%		8		9		8		8		8		7		11		11		11		7		5		17		13		
75%—99%		20		19		20		17		18		18		36		36		39		21		22		7		10		
100%		72		72		72		75		74		74		54		54		50		72		73		76		77		
Grade is "C"																												
0%		2		2		2		2		2		2		—		—		—		2		2		—		—		
50%—74%		16		17		17		14		15		14		25		25		25		21		20		17		17		
75%—99%		16		15		16		14		15		15		25		25		29		15		15		10		13		
100%		66		65		65		69		67		68		50		50		46		62		63		72		70		
Grade is "D"																												
0%—40%		39		49		48		41		44		44		32		32		32		67		65		41		43		
50%—74%		7		9		9		7		8		7		7		7		7		7		9		24		23		
75%—99%		11		7		8		9		7		7		25		25		29		3		4		3		3		
100%		43		35		35		44		41		42		36		36		32		23		23		31		30		
Grade is "Pass"																												
0%		25		29		26		27		28		28		18		18		17		38		37		24		23		
50%—74%		9		9		9		9		8		8		14		14		14		8		7		10		13		
75%—99%		12		10		10		10		10		10		25		25		28		7		7		7		7		
100%		53		52		52		55		54		55		43		43		41		47		49		59		57		
Grade is "Fail"																												
0%		97		97		96		97		96		96		96		100		100		97		95		83		83		
50%		2		3		3		2		2		2		—		—		—		1		2		14		13		
75%—100%		—		—		—		—		—		—		4		—		—		2		2		3		3		

Table 35: Tuition Aid Plans (continued)

Allowance does not depend on grade earned	78	28	118	24	117	25	71	30	68	25	71	25	7	18	7	18	8	21	26	22	24	22	15	33	14	30
For plans in which allowance does not depend on grade earned:	78	100	118	100	117	100	71	100	68	100	71	100	7	100	7	100	8	100	26	100	24	100	15	100	14	100
Percent of tuition allowed																										
50%—74%		19		19		17		21		21		18		—		—		—		21		22		18		18
75%—99%		29		23		25		21		21		22		86		86		86		5		6		27		27
100%		52		58		58		57		58		60		14		14		13		74		72		55		55

*Less than one percent

**Insufficient response

¹Reported rates of participation ranged from 0 to 28% for production or operations workers, 0 to 75% for office and clerical staff, and 0 to 100% for lower level exempt personnel.

²Length-of-service requirements reported by all respondents ranged from 1 month to 5 years.

³Maximum allowance was expressed by several respondents as 6 credits or hours per semester or 12 to 15 credits or hours per year.

⁴The requirement of the reimbursement of advanced fees at non-completion of course work was reported by 100 percent of the responding utilities and banks, 63 percent of the manufacturers and 50 percent of the insurance companies.

⁵Length of service requirements reported by all respondents ranged from 1 month to 3 years.

⁶Includes courses on banking given by the American Institute of Banking, reported by 30 percent of the banks with tuition aid plans.

⁷Includes courses on insurance given by various professional insurance associations, for example, Life Office Management Association (LOMA), reported by 11 percent of the insurance companies with tuition aid plans.

⁸Reported maximum allowances per semester ranged from: \$150 to \$750.

⁹Reported maximum allowances per semester ranged from \$80 to \$1500.

¹⁰Reported maximum allowances per semester ranged from \$80 to \$1250.

¹¹Reported maximum allowances per year ranged from \$150 to \$2,000.

¹²Reported maximum allowances per year ranged from \$200 to \$1000.

¹³Reported maximum allowances per year ranged from \$240 to \$1250.

Table 36: Voluntary Courses In-house During Off-hours

Practices	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents with programs	92	27	179	34	197	38	75	25	78	25	98	32	17	43	18	45	18	45	61	48	59	46	22	42	22	42
For respondents with programs:	92	100	179	100	197	100	75	100	78	100	98	100	17	100	18	100	18	100	61	100	59	100	22	100	22	100
Subjects taught																										
Specific job skills		63		56		45		63		64		42		65		56		50		44		44		59		59
Supervisory and management skills		30		38		58		29		40		63		35		28		61		43		58		27		36
Remedial education		41		27		20		41		27		18		41		39		28		23		20		27		23
General economic education		26		38		38		20		29		30		53		50		67		46		49		23		23
Interpersonal skills		15		36		46		16		37		49		29		28		56		46		49		9		14
Other		17		24		24		17 ^a		21 ^a		21 ^a		18		22		17		18 ^b		19 ^b		55 ^c		59 ^c
Courses are open to retired employees		15		13		12		13		12		10		24		22		22		15		15		5		5

^aIncludes First Aid training and college-level courses leading to a degree offered by 5 to 6 percent of the manufacturers with programs

^bIncludes American Institute of Banking courses offered by 10 percent of the banks with programs

^cIncludes technical courses in insurance offered by 45 percent of the insurance companies with programs

Table 37: Rehabilitation Programs to Retrain Injured or Disabled Employees for Alternative Jobs

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents with programs	79	23	71	14	89	13	60	20	44	14	44	14	19	48	17	43	16	40	5	4	4	3	5	10	5	10

THE CONFERENCE BOARD



information bulletin

Personnel Practices II: Hours of Work, Pay Practices, Relocation

by Harriet Gorlin

number 92

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PERHAPS THE DRAMA of securing a 40-hour week will never again be equaled in the annals of labor; nevertheless, continuing gains are being made in the quality of work life. And no aspect of work life affects employees or their families more critically or more intimately than the number of hours they work, how they are paid, and, in many cases, where the job is located. Therefore, these questions are being treated separately in the Board's latest examination of personnel practices.¹

The tables that constitute the major data in this report are concerned with the details and prevalence of the vast array of programs and guidelines that govern work schedules and pay practices in the private sector today. However, "pay practices," in the sense that the term is used here, does not refer to the basic compensation of employees but, rather, to the special rates and premiums offered for work beyond the normally scheduled period and to the procedures regarding payment of any wages and salaries.

The thrust of these data is to describe majority practices in the surveyed industries, but a weather eye was kept open for new trends and experimental programs. With some indication of prevalence of practice, a better perspective may be gained on many of the newer ideas described so frequently in current business periodicals. Company payment of all social security taxes, alternative work schedules, overtime pay for exempt employees, and area wage differentials for relocated employees are examples of these newsmakers.

The highlights of findings concerning hours of work, pay practices, and relocation are summarized below.

Work Schedules

- The eight-hour day, forty-hour, five-day week is the normal work schedule at 90 percent of the surveyed manufacturers and utilities employing nonexempt production or operations personnel. For other personnel groups, this figure softens to about 75 percent of manufacturers and 60 percent of banks. The five-day week is the usual practice of 98 percent of all respondents. However, in more than four out of five insurance companies the majority of employees normally work less

than eight hours a day and forty hours a week—the most frequently mentioned schedule being seven-and-a-half hours a day, five days a week.

Indications are that alternative work schedules, such as shortened workweeks and flexible hours, are not firmly established in personnel practices, and do not involve significant numbers of employees to date; but some survey participants reveal an interest in this area and seem to be testing various programs.

- Full-time schedules, worked in shortened workweeks of less than five days by some or all employees were reported by fewer than 10 percent of all the firms, but by more than 25 percent of the insurance companies. Most of the reported schedules were based on a three- or four-day week, the former being favored by the insurers. Overall, most companies reported such schedules for fewer than 10 percent of employees.

- Flexible time programs allowing full-time employees to arrange their own daily schedules within a specified "core" day were reported by 15 percent of participants for their white-collar workers and by only 3 percent for blue-collar workers. Insurance firms show a strong interest in flexible time schedules. Thirty-four percent of responding insurers provide flexible time programs, and the majority of these were reported to involve over 50 percent of nonexempt office, clerical and lower level exempt personnel.

- Job-sharing arrangements for office and clerical workers were reported by over 10 percent of the banks and insurers.

- About a third of all respondents allow their exempt professionals and technicians to work at home for part or all of their schedules, and 15 percent provide such arrangements for nonexempt clericals.

Overtime Pay

Rates of pay for work over forty hours a week by nonexempt workers are, for the most part, controlled by labor laws; but exceptions due to special laws, union contracts, or competitive practices permit many workers to be paid overtime for less than forty hours a week or fewer than eight hours a day. Surveyed firms offering work over schedule up to eight hours a day or up to forty hours a week indicate the following practices:

- Manufacturers are divided equally between paying straight time and time-and-a-half for production workers.

¹See Harriet Gorlin, *Personnel Practices I: Recruitment, Placement, Training, Communication*. The Conference Board, Information Bulletin No. 89, 1981.

- About 60 percent of all respondents pay straight time to clerical workers.

- It is the practice in half the participating companies to give neither pay nor compensatory time off to their exempt personnel for any overtime—up to or over 40 hours. However, a third to a half of the respondents *do* pay straight time or time-and-a-half to exempt personnel, usually foremen or first-line supervisors.¹

- Work on the sixth day, as such, is paid at the rate of time-and-a-half by 90 percent of the surveyed companies to all their nonexempt employees.

- Work on the seventh day, as such, earns production workers a double-time rate in almost 60 percent of the companies; office and clerical employees are paid at a similar rate by over 35 percent of the firms in the survey.

- Supper allowances for overtime workers are provided by about one-third of respondents. This allowance, on the average, is between \$3 and \$4 per meal.

Special Rates of Pay

- Two out of three firms pay time-and-a-half for work on a Saturday, while pay for work on a Sunday is treated very similarly to work on the seventh day.

- In over half the respondents with second-shift schedules, the median premium paid to blue-collar workers for such work is 20 cents an hour. In half the companies the median premium for such work for office and clerical workers was expressed as 10 percent of base rate. In one-third of the group with second-shift schedules, exempt personnel are also paid a median premium of 10 percent of base rate.

- In over 60 percent of the companies with third-shift schedules, blue-collar workers are paid a median premium of 25 cents an hour for such work. Nonexempt office and clerical workers in over 40 percent of firms with third shifts are paid a median premium of 10 percent of base rate. Exempt personnel are paid a similar median premium in one-third of the responding companies with third-shift schedules.

Other Pay Practices

- Two out of five companies make automatic salary deposits to the personal checking accounts of their exempt personnel who request it. About one-third of respondents also do so for their nonexempt personnel.

- When facilities are closed for the day in emergencies due to weather extremes, power blackouts, or transportation failures, full wages are paid to exempt personnel in over 90 percent of all companies; to office and

clerical employees in 77 percent of firms; to production workers in 27 percent of manufacturers; and to operations personnel in 68 percent of gas and electric utilities.

Wage and Salary Policy

- Sixteen percent of the manufacturers and utilities surveyed pay salaries to employees who would be paid by the hour in most companies.

- Almost half of the manufacturers with cost-of-living adjustment (COLA) clauses in their contracts with production workers give some or all of this COLA to their nonunion clericals, and over a third extend this provision to their nonunion professionals and technicians.

- Overwhelmingly, companies are committed to merit-increase programs, based on individual performance, for their exempt and nonexempt white-collar personnel. Over 60 percent of companies give across-the-board general increases (other than COLA) to blue-collar workers.

- Year-end or Christmas bonuses are awarded to all levels of personnel by about 25 percent of responding firms.

Employee Relocation

- Almost 70 percent of respondents reported that they sometimes initiate transfers of lower level exempt personnel from one company location to another. Relocation assistance is offered when these transfers necessitate household moves. Less than a third ever initiate such transfers of nonexempt employees.

- Well under 10 percent of the employees covered by the survey were actually relocated by over 90 percent of the companies initiating transfers in 1978.

- Among the companies requesting employees to transfer, about 70 percent experienced no refusals in 1978. Of the remainder, half sustained a refusal rate of less than 2 percent.

- Two out of five companies offer to assist spouses in obtaining employment comparable to their former situation.

- In general, relocation assistance for exempt employees includes:

Two expense-paid house-hunting trips to the new location;

Full payment of transportation for the employee and family members;

Full coverage of the shipment of household goods;

Thirty-day temporary living allowance for the employee;

Reimbursement of selling costs on former home and closing costs for new home to home owners; and

Reimbursement of lease cancellation penalties to renters.

¹For a fuller treatment of this subject see Burton W. Teague, *Overtime Pay Practices for Exempt Employees*. The Conference Board, Report No. 797, 1981.

- Area wage differentials to compensate for higher living costs are provided by less than 25 percent of respondents initiating transfers. Most of these base the adjustment solely on regional salary ranges for comparable jobs.

- Half the firms reimburse transferred employees for their additional tax liability on the amount of company assistance.

- More than half the respondents reported that the relocation assistance extended to new hires differs from that given regular employees. Transportation and household moving charges are covered in full in about 85 percent of all companies. Temporary living expenses and expense-paid house-hunting trips are provided by about 75 percent of firms. All other assistance for the newly hired who must relocate falls sharply off to a very minimal practice.

ABOUT THE SURVEY SAMPLE

In the last quarter of 1979, a list of over 6,000 companies in five major industries—manufacturing, gas and electric utilities, retail trade, banking and insurance—was divided at random to provide four sample groups, each composed of the same industrial mix. Similarly, an extremely lengthy list of questions was divided into four questionnaires. A different questionnaire was sent to each group. The responses, which ranged from 500 to 600 per questionnaire, are the basis for this report.¹ One of the criteria for the selection of the original 6,000 companies was employment size. Two hundred employees was the minimum number for companies in manufacturing and retail trade, 100 for the utilities, and 50 for banking and insurance firms. Companies were grouped in small, medium and large categories as follows:

Industry	Company Size by Number of Employees		
	Small	Medium	Large
Manufacturing . . .	200-999	1,000-4,999	5,000 and over
Gas and electric utilities	under 2,500		2,500 and over
Retail trade	under 2,500		2,500 and over
Banking	under 500		500 and over
Insurance	under 1,000		1,000 and over

¹The response rate for the retail trade group was considered too low for presentation in this report. Figures, such as they are, will be made available upon request.

Information about the prevalence of personnel practices, employee services and work rules was elicited for three employee classes:

- (1) Nonexempt nonoffice personnel, consisting of production, maintenance, warehousing and materials-handling workers in manufacturing; power plant, transmission and maintenance people in gas and electric utilities; and store personnel only—such as sales clerks, order clerks, stock clerks, check-out and wrapping clerks, and cashiers—in retail trade. This category was not applicable to banking and insurance companies.
- (2) Nonexempt office personnel in clerical and technical jobs.
- (3) Lower level exempt personnel in professional and technical positions, including first-line supervisors, floor managers, sales managers, and project managers.

Respondents were instructed to report practices at the locations affecting the largest number of each employee class, if they were multilocation employers.

The following tables indicate the general composition of Group 3 (the survey respondent group involved in this part of the report).

Group 3: Respondents to Questions about Hours of Work, Pay Practices, Wage and Salary Policy, and Employee Relocation.

Industry	Number of Respondents by Employment Size							
	Total Respondents		Small		Medium		Large	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Manufacturing	328	100	98	30	114	35	116	35
Gas and electric utilities	26	100	16	62			10	38
Retail trade	26	100	8	31			18	69
Banking	131	100	59	45			72	55
Insurance	56	100	28	50			28	50

**Number and Type of 328 Responding Manufacturers
by Employment Size**

SIC ¹	Industry	Total Respondents		Small	Medium	Large
		Number	Percent ²	Number	Number	Number
20	Food and kindred products	29	9	10	8	11
21	Tobacco	—	—	—	—	—
22	Textile mill products	5	2	1	2	2
23	Apparel	10	3	3	4	3
24	Lumber and wood products	4	1	3	1	—
25	Furniture and fixtures	5	2	—	2	3
26	Paper and allied products	18	5	2	7	9
27	Printing, publishing and allied products	18	5	7	10	1
28	Chemicals and allied products	21	6	4	2	15
29	Petroleum refining	14	4	—	5	9
30	Rubber products	12	4	3	4	5
31	Leather and leather products	4	1	3	1	—
32	Stone, clay and glass products	11	3	3	5	3
33	Primary metal industries	20	6	6	4	10
34	Fabricated metals	46	14	26	14	6
35	Machinery (not electrical)	23	7	10	9	4
36	Electrical machinery, equipment and supplies	36	11	5	17	14
37	Transportation equipment	12	4	3	4	5
38	Professional and scientific instruments	11	3	2	7	2
39	Miscellaneous manufacturing	29	9	7	8	14

Median number of employees in manufacturing: 2,300 (range: 200—611,000)

¹Standard Industrial Classification

²Does not add to 100% because of rounding

I. Hours of Work

Table 1: Normal Workday

Practice ¹	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100	
Number of hours in a normal workday																											
Less than 8		8		35		29		9		26		19		—		12		8		41		38		84		82	
8 or over		92		65		71		91		74		81		100		88		92		59		64		16		18	
Normal workday modes (in hours) ²																											
7		1		5		5		2		5		4		—		—		—		7		6		9		9	
7½		—		4		4		—		2		1		—		—		—		5		5		21		21	
7¾		5		16		13		5		13		9		—		8		4		22		20		29		27	
7¾		1		7		5		1		6		4		—		—		—		6		3		20		20	
8		96		65		68		99		79		76		100		88		92		59		64		14		18	

¹Less than one percent

²Normal work schedules maintained by the majority of the employees

³Normally scheduled workday hours most frequently mentioned by respondents